

# Travel safety and security policy (TSSP)

## during business trips abroad

For all Nuffic pillars and teams

Version: 10  
 Last update: March 2023  
 Safety Advisor: Nienke Swagemakers  
 Responsible: Roos Hogenkamp

Version history:

| Version | Included changes                                                                                                                                                                                                                                                                                                                       | Approved by | Date       |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|
| 8       | Full revision of policy, practical preparations, training, scope and inclusion of international staff. Scope no longer includes safety at the workplace, in the Netherlands and digital security. Training advice now leaves room for different contexts. An emergency phone is no longer present. Renting a car is no longer allowed. | MT          | 25-04-2022 |
| 9       | Crisis management team (CMT) protocols taken out as separate document. Roles and responsibilities and 2.2 revised. Policy number included on insurance card.                                                                                                                                                                           | MT          | 07-11-2022 |
| 10      | Update on emergency situations (3.5): call AIG. Update on communication (4.9): ensure you are reachable online and offline. Decision making tree for travellers added in Annex 5. Paragraph added on booking hotel and transportation (4.15)                                                                                           | Roos        | 30-03-2023 |
|         |                                                                                                                                                                                                                                                                                                                                        |             |            |

## Index

|                                                                     |    |
|---------------------------------------------------------------------|----|
| INTRODUCTION.....                                                   | 3  |
| 1. PRINCIPLES IN NUFFIC'S PERSONNEL SAFETY AND SECURITY POLICY..... | 4  |
| 1.1 Nuffic's mission .....                                          | 4  |
| 1.2 Nuffic's attitude towards safety and security .....             | 4  |
| 1.3 Scope .....                                                     | 4  |
| 1.4 Compliance .....                                                | 5  |
| 2. SAFETY AND SECURITY MANAGEMENT .....                             | 6  |
| 2.1 Shared responsibility.....                                      | 6  |
| 2.2 Nuffic's Crisis Management Team (CMT) .....                     | 6  |
| 2.3 Security Levels .....                                           | 7  |
| 2.4 Dutch Security Network .....                                    | 7  |
| 2.5 Incident Reporting .....                                        | 7  |
| 2.6 Insurances and financial issues .....                           | 7  |
| 3. SAFETY AND SECURITY PRINCIPLES DURING BUSINESS TRIPS .....       | 9  |
| 3.1 Primacy of life and the individual right to withdraw.....       | 9  |
| 3.2 Principle of precaution .....                                   | 9  |
| 3.3 Local acceptance.....                                           | 9  |
| 3.4 Acceptable risks and acceptance of risks .....                  | 10 |
| 3.5 Emergency situations.....                                       | 10 |
| 4. PREPARING FOR SAFETY DURING YOUR TRIP.....                       | 11 |
| 4.1 Briefing and debriefing.....                                    | 11 |
| 4.2 Terms of Reference or travel plan.....                          | 11 |
| 4.3 Itinerary .....                                                 | 11 |
| 4.4 Personal data and contact details of those staying behind.....  | 11 |
| 4.5 Registering your trip.....                                      | 11 |
| 4.6 Cash .....                                                      | 12 |
| 4.7 Training.....                                                   | 12 |
| 4.8 Health.....                                                     | 12 |
| 4.9 Communication .....                                             | 13 |
| 4.10 Safety indications.....                                        | 14 |
| 4.11 Registering with the Ministry of Foreign Affairs .....         | 14 |
| 4.12 Identity card .....                                            | 15 |
| 4.13 Insurance .....                                                | 15 |
| 4.14 Safety materials upon request .....                            | 16 |
| 4.15 Booking accommodation and transportation .....                 | 16 |
| ANNEX 1. PREPARATORY CHECKLIST FOR EMPLOYEES.....                   | 16 |
| ANNEX 2. PREPARATORY CHECKLIST FOR LINE MANAGERS .....              | 18 |
| ANNEX 3. CONCEPT TOR BUSINESS TRIP .....                            | 19 |
| ANNEX 4. RISK ANALYSIS TOOL .....                                   | 20 |
| ANNEX 5. INCIDENT DECISION MAKING FOR TRAVELLERS .....              | 21 |
| ANNEX 6. NUFFIC INCIDENT REPORT .....                               | 22 |
| ANNEX 7. PREVENTION PROTOCOL .....                                  | 23 |
| ANNEX 8. DIGITAL INFORMATION AND DATA SECURITY .....                | 32 |
| ANNEX 9. RESPONSIBILITIES FOR SAFETY MANAGEMENT .....               | 34 |
| ANNEX 10. LIST OF ABBREVIATIONS .....                               | 37 |

## Introduction

Nuffic is the Netherlands organisation for internationalising education and research. Nuffic is an independent not-for-profit organisation, based in The Hague, The Netherlands. The organisation works for the Dutch education and research sectors and promotes and fosters internationalisation in all its dimensions with special interest for capacity building and international cooperation. Nuffic also carries out projects and activities commissioned by national, foreign and supranational organisations and governments. Our organisation has representations in various parts of the world.

As a consequence of its international assignments, Nuffic staff travels to other countries where higher or different safety and security risks for personnel may apply. Over time, these travelling risks have increased due to more international travelling, international political and economic instabilities, natural disasters, contagious diseases, wars and terrorist inspired incidents. As Nuffic is an organisation with a high internationally mobile profile, the staff might be vulnerable to safety and security risks. Nuffic staff acknowledges that working around the globe comes with certain risks (physical, immaterial, material) for staff, programmes, relations, reputation and property. Although the organisation does its utmost to minimise these risks, a certain level of risk will remain while implementing assignments abroad.

Nuffic's board has adopted this version of the Travel Safety & Security Policy (TSSP, previously the TSSP) as a guide for all staff of Nuffic, in the Hague and the representations elsewhere. Its objective is to reduce risks for travelling individual staff members to an acceptable level, to enable operational activities under difficult security conditions, to protect the reputation of Nuffic, and to support adequate decision-making and operational activities in a crisis situation.

# 1. Principles in Nuffic's Personnel Safety and Security Policy

This chapter describes a number of guiding policy principles as applied by Nuffic.

## 1.1 Nuffic's mission

Nuffic's overall objective is internationalising education and research worldwide. This international scope means that the organisation also sends people to parts of the world with (sometimes) a higher or divergent safety and security<sup>1</sup> risk compared to the Netherlands. The safety and security of staff working for Nuffic at its headquarters in The Hague as well as abroad in the Nuffic representations abroad or travelling on business trips has a high priority.

## 1.2 Nuffic's attitude towards safety and security

Nuffic sees safety and security management as a prime responsibility in enabling the implementation of its work and programmes. Nuffic aims for operations under optimal safe and secure conditions. However, the organisation and its staff are acknowledging that we are all living in an increasingly unsafe world. Nuffic considers this safety and security policy as a way to:

- reduce safety and security risks for travelling staff members and any person working directly or indirectly under Nuffic's supervision;
- to protect Nuffic's reputation and (im)material property;
- to support adequate operational actions and decision making in crisis situations;
- to prepare staff members for a safe business trips and postings abroad;
- to ensure adequate awareness at all organisational levels.

Nuffic strives to strike a careful balance between these objectives. Nuffic adheres to national and international laws and legislation pertaining to safety and security in the Netherlands and in the countries where Nuffic staff members are working or are on visit. Nuffic also adheres to international human rights legislature. Nuffic follows safety and security instructions and advisories issued by the Netherlands Ministry of Foreign Affairs and the Embassies of the Kingdom of the Netherlands (EKN). If relevant, Nuffic may also follow advise or instructions offered by the European Commission, organisations of the United Nations, as well as other national or international organisations that deal with safety and security issues e.g ministries of foreign affairs of Australia, Germany, UK and USA.

## 1.3 Scope

All Nuffic staff, including those employed at representations abroad, operate in accordance with this TSSP in conjunction to local or national safety and security legislation, regulations and instructions.

- The following does not fall under and is not included in the TSSP:
  - safety and security in the office in the Hague or abroad during posting (including emergency response in the office - *BHV*), during regular home-work travel.

---

<sup>1</sup> Safety refers to the state of being safe and exempted from hurt, injury, threats and danger. Security refers to the condition and measures of being protected from or not being exposed to dangers.

- cyber crime and data security;
- general travel regulations;
- family members of Nuffic staff (This also applies to the situation when family members accompany a Nuffic staff member during a business trip, regardless if such an accompaniment has been approved by Nuffic beforehand)
- Nuffic assumes no responsibility for staff members travelling in areas where they were not sent to by Nuffic or entities acting on behalf of Nuffic, nor for their accompanying families, nor for staff of other organisations implementing an assignment for Nuffic,
- Nuffic assumes no responsibility for staff members stationed in The Hague or elsewhere on holidays. Responsibility is only assumed for business trips or that part if it's combined with a holiday trip.

## 1.4 Compliance

To guarantee optimal safety and security for staff and visitors, Nuffic staff is obliged to comply with this TSSP. Nuffic staff also adheres to the [Code of Conduct](#), or its integrity policy.

Culpable failure to adhere to the TSSP, Code of Conduct and protocols may lead to an appropriate action by the Director-General as set out in the CAO of the Dutch universities to which Nuffic is signatory. However, Nuffic acknowledges that, in unforeseen situations, it may not be possible for staff to comply with the TSSP. In such cases, staff should consult with their Line manager, its substitute or Security Advisor (SA) beforehand and submit a report clearly explaining the situation afterwards.

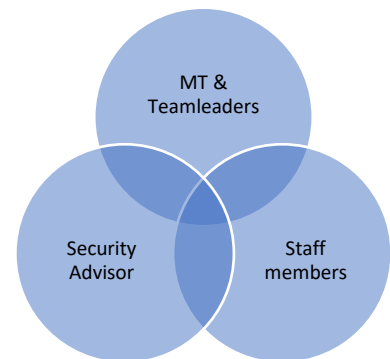
Submitting such a report also applies to situations where prior consultation with the line management was not possible as a result of an emergency situation. As emergencies may be very complex, good sense and appropriate action in a specific situation should always prevail. Post-incident evaluations will be held with the staff members by either the respective Line manager, its substitute, the SA or professional external support. Any lesson learned may lead to adaptations of the TSSP.

## 2. Safety and security management

This chapter describes the responsibility of the organisation and the employee in terms of managing safety and security. It also describes how the organisation ensures safety and security.

### 2.1 Shared responsibility

Safety and security are a shared responsibility of the organisation and the employee who is travelling. Reciprocal communication on safety and security issues among management and employees is considered of paramount importance for a up-to-date and effective policy implementation. Nuffic expects an open, responsible, responsive and proactive attitude from its employees with regard to the design and implementation of safety and security policies. Nuffic's management creates an open, welcoming and stimulating environment for its employees to ensure this. The Security Advisor supports and advises both management and staff to ensure proper safety policies, measures, information and implementation.



*Nuffic shared safety responsibility: Staff member, Line managers, Security advisor*

Nuffic clearly distinguishes between the responsibilities of various staff members. The Nuffic line-management structure is the basis for its safety and security management. Some international offices might have their own management structure. The DG or deputies are the highest ranking and decision making officers. The Security Advisor (SA) has specific additional roles with regard to safety & security. An overview of different positions and responsibilities in ensuring safety and security can be found in annex 1.

### 2.2 Nuffic's Crisis Management Team (CMT)

Some safety and security related incidents or crisis situations might be so serious or complex, or may have such a serious impact on an individual, a group of staff members or the organisation as a whole, that they cannot be effectively managed within a normal line management structure. Examples of incidents or crises resulting in the establishment of an CMT include accidents, attacks, terrorism, deaths, deaths threats, serious injuries and health problems, kidnapping / hostage-taking, assaults, imprisonment, coup d'états, relocation, evacuation of staff members, and extensive media exposure. In such a situation, incidents are countered by a Crisis Management Team (CMT).

A CMT is convened by the SA and established and dissolved by the Director-General. Each CMT is responsible for decision-making and implementing CMT decisions. Each member is charged with certain tasks and responsible for the implementation of it. In times of crises, a strict command line prevails. The CMT is chaired by the manager of Global or the manager of business operations. In addition, the SA, a HRM and Communication / Press advisor or their substitutes have set roles in the CMT. The CMT could invite additional experts from within or

from outside the organisation. This could also be the teamleader or a director or chief representative officer of international offices.

The CMT protocols and contact details can be found here: [Pillar Global – All Documents – 32. Safety and Security - Crisis management \(sharepoint.com\)](#)

## 2.3 Security Levels

Nuffic follows the Dutch Ministry of Foreign Affairs advisory system for traveling to or working in foreign countries. The Ministry classifies countries or regions according to their safety and security risk. The ministry identified four categories, each with an own colour: green for no specific safety risks, yellow calls for awareness for certain security risks, orange indicates necessary travels only, and red indicates not travelling. An actual update can be found on the ministry's website: [Reisadviezen | Reizen | Nederlandwereldwijd.nl](#) (in Dutch)

Nuffic staff is not sent to countries or areas with a high level of risk, unless and in good consultation between the staff member, the DG or DDG, the direct superior of the staff member and the SA a decision is made to proceed with the business trip. Such an agreement is only given if adequate measures are taken to optimise the safety of the employee.

## 2.4 Dutch Security Network

Nuffic is a member of the Dutch Security Network (DSN) coordinated by the Centre for Safety and Development in Amersfoort (<https://www.centreforsafety.org/>). This is a network of organisations that share and exchange safety and security policies and experiences. The SA maintains these contacts and is responsible for sharing experiences and new insights in Nuffic derived from this network vice versa.

## 2.5 Incident Reporting

Incident reporting and analysis is crucial if the organisation wishes to improve its safety and security management. Every staff member is therefore obliged to report any serious situation that either jeopardised or almost jeopardized the safety and security of staff members to their direct superior and the SA. This also includes "near misses" or contextual developments that might affect safety or security in the future. Incidents are reported to the direct superior and the SA with help of the format in Annex 7 (Incident Report). The SA evaluates all reports received and uses the results of these evaluations to suggest amendments to the TSSP and protocols to the board. The SA may organise an (independent) evaluation once an IMT has been dissolved.

## 2.6 Insurances and financial issues

Nuffic has arranged with Aon for an appropriate AIG insurance for medical expenses, accidents, travel and baggage, repatriation expenses, repatriation for patients and corpses, transportation costs and expenses incurred by family members, that have to travel to visit ill staff members on a business trip abroad, legal expenses, and third-party liability for each staff member working for Nuffic and travelling abroad. Staff of Nuffic's international offices making a domestic or international (but not home-office traffic) business trip are also insured, including staff contracted through local payroll agencies.

This insurance also covers SOS services should such assistance be required. The alarm numbers are available on a 24/7 basis and can be found on the insurance card issued by Nuffic's Financial Administration Section. Staff members can contact the SOS services directly if so needed. Preferably after consultation of their line manager. In case of claims the staff member settles this directly with the AON / AIG Insurance Company in consultation with the Financial Administration Department.

Nuffic will make use of special services offered by this insurance cover in case negotiations are needed with hostage takers or kidnappers. For both reasons of ethics and limited financial resources, the payment of ransoms is prevented in all cases.

Please note: For corporate contacts and queries with the insurance the SA is the contact person. Practical information on the insurance for Nuffic travellers can be found in chapter 4.

### **3. Safety and security principles during business trips**

Nuffic will do its utmost to ensure the safety and security of each staff member traveling and working abroad. The following principles are guiding Nuffic's safety and security management.

#### **3.1 Primacy of life and the individual right to withdraw**

For Nuffic, life prevails over material property and therefore no staff member should endanger the own life nor the lives of others whilst attempting to protect Nuffic assignments, property, equipment, financial resources, documents or infrastructure. Nuffic insists that each staff member observes this principle at all times.

The line management and employees themselves have the responsibility to be informed and prepared for the level of risk involved in any given business trip beforehand. If traveling is a requirement for a certain position, this should be explicitly mentioned during the hiring process. Staff members can refuse to do business trips for verifiable personal reasons in consultation with their line manager.

By accepting the mission and taking note of the specific conditions associated with the planned business trip, the staff member involved accepts the possible risks and takes the responsibility to mitigate these risks (see annex 2). However, unforeseen circumstances or developments may occur during a business trip and each individual staff member therefore has the right to refuse to continue a business trip, to prematurely terminate or suspend activities abroad and to withdraw from or leave the area where he / she is if the risks start to reach an unacceptable high level. If communication is not possible due to local circumstances, or if there is a difference of opinion but immediate action is required nonetheless, a decision made by a staff member to either continue or withdraw from a business trip in view of threatening local developments will be accepted by Nuffic. Nuffic reserves the right to withdraw a staff member or a group of employees from an area or country if deemed necessary, even if the staff member(s) involved is / are of the opinion that the situation is safe enough to stay.

#### **3.2 Principle of precaution**

Adequate precaution is the second guiding principle of Nuffic's safety and security management. This entails sound preparation for each business trip or activity abroad so that risks are identified and mitigated as much as possible (see annex 1 and 2 on this matter). Decisions pertaining to precautions rest with the line management and employee and should be discussed before any business trip. A risk analysis can be made with help of the tool as indicated in Annex 11. Awareness sessions (via meetings and internet) and information are regularly organised by the SA for frequent travellers. In addition, training for travellers, Nuffic's leadership and CMT members will continuously be offered. Other precaution measures can be found in the annex.

#### **3.3 Local acceptance**

Nuffic's security management during international business trips is based on awareness and / or acceptance by local relations (mostly national authorities, embassies, or partner

organisations). Depending on the type of visit and the relation involved, Nuffic staff members obtain acceptance / clearance by relevant and responsible local actors before travelling.

Nuffic staff members operate with respect for local culture and customs, and are aware of the economic, religious and political situation. Nuffic staff's behaviour is governed by the Nuffic [Code of Conduct](#). Nuffic ( i.e. the respective director, line manager, staff member involved and the SA) commits itself to analysing and understanding the local and international context as well as the risks that result from working in other countries and with other peoples and organisations.

### **3.4 Acceptable risks and acceptance of risks**

Nuffic will suspend its operations if safety and security risks are disproportionate to the potential benefits of the local activities / business trips and if local activities form a general threat to people, organisations or activities. In general, Nuffic is not willing to operate in areas where a clear threat exists to employees of national or international organisations, or if they are potential or explicit targets of attacks. Nuffic is committed to minimise the risks for staff and contracted partners. Therefore Nuffic will explore possible alternatives to attain the aims of planned operations if business trips or local activities are not or no longer possible. If this is not possible over time, the assignment will be terminated.

### **3.5 Emergency situations**

In case an acute emergency situation or a serious incident occurs, staff members act according this TSSP, limiting possible risks they may run as much as possible. The following actions should be taken in case of emergency:

- First and foremost: make sure you are safe!
- Call the AIG emergency line (+31 (0) 453 56 56, policy number 60.07.2787).
- Notify your loved ones.
- Notify your team leader.
- A decision making tree for travellers in emergencies can be found in the attachment.

## 4. Preparing for safety during your trip

This chapter describes which measures can be taken for a solid preparation of a business trip. A preparatory checklist can be found in annex 9. It also describes what to take into account during your trip to enhance your safety. It does not include usual travel logistics such as how to book your trip, arrange visa, request advances, etc.

### 4.1 Briefing and debriefing

Staff members prepare for going to or staying in certain risky areas. This includes understanding the context and the potential risks involved, participating in an approved security training course, submitting terms of reference and compulsory data formats, attending briefings in/with HQ, Nuffic offices abroad, the EKN, or partner organisation(s), and knowledge of and compliance with organisational policies. Line-managers discuss this with the staff member upon agreeing to a business trip request.

### 4.2 Terms of Reference or travel plan

For each business trip a Terms of Reference (see annex 5 for a format) or travel plan should be written. Such a plan does not only help identifying goals and activities but also facilitates the consideration of safety, risks and needed measures. This plan should be discussed and approved with the line manager.

### 4.3 Itinerary

To ensure the organisation is informed about the general whereabouts of its staff during travels, an itinerary should be included in the ToR or travel plan. Staff members are expected to share their detailed itinerary with all relevant stakeholders inside Nuffic (line manager and Secretariat) and if applicable, with external stakeholders (Commissioners, host organisations, embassies). Some staff members are obliged to check in / out with the EKN when visiting a country if the objective of the mission so requires and to keep them informed about their whereabouts. The itinerary needs to be discussed beforehand with the embassy, also in view of possible security risks. In general, advice from the embassy needs to be followed.

### 4.4 Personal data and contact details of those staying behind

When hired for Nuffic, staff is asked to share personal data (such as home address and details of who to contact in case of emergency). For staff directly employed by Nuffic in the Hague, this data is stored in YouForce. Please check these details and update them before travelling. For international staff, these data are collected and stored in the Pillar. Ensure that your line manager has received your most recent data before travelling.

### 4.5 Registering your trip

Once a business trip is booked, the traveller fills in a travels overview form placed at Sharepoint containing, name, business trip dates, country and cities, phone number that is being used during the trip. This way Nuffic can quickly see which employees are abroad in case of emergencies. The overview can be found [here](#).

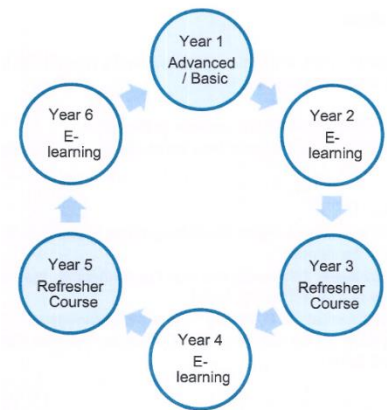
## 4.6 Cash

Staff members are advised to have limited amounts of cash with them. Payments should be made as much as possible with credit and debit cards. Never carry all Bank and Credit cards with you. Deposit part of them in a hotel safe. Do ensure that you always have some cash with you (Euro's, dollars or local currency) for a taxi or another unexpected situation. Travel advances can be requested in BW (Business World) or on paper through your line manager.

## 4.7 Training

Training policy:

- Nuffic staff travelling for work purposes, across their own borders may have to attend a security training prior to their trip:
  - For countries with a low risk profile (generally coded as 'green' by the Dutch ministry): an online awareness training is advised (for example as offered by the [AIG insurance](#) or through [IFRC](#)).
  - For countries with possible risks (generally coded as 'yellow' by the Dutch ministry): a basic security training is advised before travelling.
  - For countries with a high risk profile (generally coded as 'orange or red' by the Dutch ministry): a Hostile Environment Awareness Training (HEAT) is obliged before travelling.
- Nuffic staff posted or already living abroad might follow a basic or online training when travelling around their own country, depending on the risks involved. This is to be decided upon by the team leader, director or chief representative officer of the concerned office.
- The content of a safety training will be decided upon by the board, HRM and SA. The training provider in the Netherlands is CSD. For international staff, regional training providers might be available. The SA can be asked for advice on this matter.
- Nuffic advises to follow the continuous learning cycle for frequent travellers as shown on the right. Travellers who frequently travel to high risk areas should discuss with their line manager how this cycle applies to them.



How to book a training:

- Safety trainings in the Netherlands can be booked through the secretariat of the respective Nuffic pillar. Trainings and dates can be found on the [website of CSD](#).
- The IFRC offers free online security trainings. You may register for such a training [here](#). They are no substitute to live HEAT trainings.

## 4.8 Health

In preparation of a business trip:

- Every staff member planning to board on a business trip should be healthy and fit. If not so, the medical conditions to fulfil a business trip should be discussed beforehand with the line manager.

- Every staff member travelling to tropical areas is obliged to make sure all necessary vaccinations and prophylaxes or any other individually based medical precautionary measures are taken care of. Nuffic cannot be held responsible if staff members fail, refuse or act nonchalantly with respect to these precautions.
- Dutch staff can make use of the local GGD or one of the travel clinics :
  - KLM Travelclinic, <https://klmhealthservices.com/en/>  
Tel: +31 (0) 20 649 43 34;
  - Travel Clinic Havenziekenhuis, <https://www.havenpolikliniek.nl/>  
Tel: +31 (0) 10 404 3300
- Nuffic offers appropriate preventive health services and advice on vaccinations and malaria prophylaxis for business trips to tropical regions. First-aid kits, including HIV/AIDS prevention kits are made available<sup>2</sup> or can be purchased and reimbursed to insure the health of staff members planning to travel. In case you use medication, bring sufficient supplies with you for a longer period than the business trip.
- Take a proof of your vaccinations (such as the 'yellow booklet') or medical condition with you to show upon arrival. In some countries you may be asked for it at the airport.
- If relevant: Inform yourself of any Covid (or other contagious diseases) regulations that may adhere in your travel destination. In some cases you need prove that your insurance covers Covid related matters. Ask the SA for advice if needed.

During or after a business trip:

- Keep healthy and fit during your business trip. Follow health instructions and precautions as issued by a number of national and international organisations.
- If health problems occur during the trip, the staff member must seek advice from a doctor and inform the line manager or SA or have them informed about the actual status. In serious cases or in need of assistance the SOS services of the Insurance Company should also be informed.
- Each staff member is advised to carry important information on medical conditions and medication with him/her at any time to facilitate assistance if so needed. At the discretion of the staff member, this information can be shared with direct colleagues (e.g. in case of diabetes).
- Staff members travelling frequently to tropical areas or returning home from a business trip in a tropical area who suspect they have contracted a tropical infection or disease can request a special medical check with a focus on tropical diseases via the personnel officer (HRM). See also the Personnel Handbook.

## 4.9 Communication

- Contact between a traveller and Nuffic will be maintained during a business trip. Before departure, the traveller and line manager ensure that an agreement has been made about regular contact moments (for example, every evening at 20.00 hrs a whatsapp). It is advised that the traveller upon arrival confirms the safe arrival and local and / or international phone numbers (by phone, mobile phone, or e-mail) if local cell phones / sim cards are being used. Information on changes in safety or

---

<sup>2</sup> In due time Nuffic HQ will provide travel EHBO kits via TOPdesk

security situations are to be reported immediately to the line manager, its substitute or SA.

- To ensure you are reachable at all times, staff members are advised to:
  - Pass by the IT team ahead of your trip, to request an E-Sim. This is a digital version of your Nuffic Sim card, which allows you space for an additional local Sim card.
  - Upon arrival, you have a limited amount of data to use abroad. Once finished, purchase additional data as soon as possible. For Dutch Nuffic phones: turn on 'dataroaming' and follow the instructions through the SMS that you received or through the My T-Mobile app. For more information: [Zakelijk internetten en bellen in en naar het buitenland | T-Mobile Ondernemen](#). Please note your data will finish quickly. Therefore, only turn your data roaming on, when strictly necessary for your safety or work.
  - You may purchase a local Sim card. This will be reimbursed. Do ensure that when using a new/different phone number abroad, your other phone numbers are still reachable by Nuffic as well as your loved ones.
- In rare cases the use of a satellite telephone is advised. If this is decided upon, travelling staff has the obligation to use and operate a (Thuraya) satellite telephone if necessary (e.g. while travelling in Afghanistan or South Sudan). Emergency phone numbers are programmed before departure.

#### 4.10 Safety indications

- The Ministry of Foreign Affairs provides travellers with information on the local situation and potential risks involved in travelling to specific countries or areas. For a recent risk classification, visit: [Reisadviezen | Reizen | Nederlandwereldwijd.nl](#)
- In case countries are registered as high risk areas, it is wise to discuss your travel plans and the needed safety measures with the embassy of the country you are travelling to. They are well positioned to give you an indication of the current situation and often think along with measures that should be taken (by you or them).
- You may also check the [British](#) or the [US](#) websites on safety as they are sometimes faster. However, the Dutch indication system is leading for Nuffic.

#### 4.11 Registering with the Ministry of Foreign Affairs

- Dutch staff is advised to register the trip with the Dutch Ministry of Foreign Affairs. This way the embassy in country knows that you are there. If anything were to happen, they can contact you or provide you with information. More information can be found here: [Informatieservice Buitenlandse Zaken \(nederlandwereldwijd.nl\)](#)
- You may also download the travel app of the Dutch Ministry of Foreign Affairs: [Download de Reisapp | Nederlandwereldwijd.nl](#)
- The ministry has opened a special telephone line for travellers in problem: +31 247 247 247.
- Nuffic's staff in the Netherlands and abroad, not in the possession of a Dutch nationality, should be aware that Dutch diplomatic services and assistance may not automatically be open to them. They are advised to check beforehand if the Dutch diplomatic services also pertain to them. Eventually they should follow the instructions

and regulations of the country and embassies pertaining to their nationality. When needed, Nuffic will mediate. In international crises, EU-embassies closely co-operate and refer to actions taken up by another co-ordinating EU-embassy on behalf of them.

#### 4.12 Identity card

Nuffic has the option to provide travellers with a Nuffic identity card. This card does not have legal status, however it serves as a good alternative if a traveller does not feel comfortable leaving behind his/her own identity card (like a passport). In some countries, organisations that you visit may ask you to leave your identity card with the guard at the front door. These are instances in which you could use the Nuffic identity card instead of your own. Whether you are travelling to a region in which an identity card can be of use, is to be decided by the line manager and traveller. The identity card can be requested by your line manager through the HR department and should be returned upon termination of your working contract.

#### 4.13 Insurance

- As explained in chapter 2, staff travelling for Nuffic are insured through AIG. Policy number: 60.07.2787. There are no plastic cards available. The below can be used as a substitute, if needed (coverage is not dependent on this).



- You are advised to download the insurance app. This can be found in the app store when searching for 'AIG travel' or through [www.aig.com/nl/travelguardassistance](http://www.aig.com/nl/travelguardassistance)
- The insurance company also offers insurance statements. These are sometimes requested by consulates in visa applications. They can be easily requested for through the Aon portal by the secretariat of the Nuffic pillar concerned (do not do this yourself): [Request an Insurance Certificate \(aon.nl\)](http://Request an Insurance Certificate (aon.nl))
- For certain high risk countries it can be required to announce your trip with the insurance (for example, Ukraine, Russia, Afghanistan, etc.). This can be discussed with the line manager or SA.
- Nuffic advises staff members to take an individual private travel insurance including legal assistance and third-party liability insurance, covering incidents both in the Netherlands and abroad, to cover the private part of the trip in cases they combine private stay-overs with business trips.

#### 4.14 Safety materials upon request

Staff working in the Hague can request a door stopper or an emergency kit through TOPdesk. These items can be brought along for the trip and should be returned afterwards (if still usable). You may of course also bring your own emergency kit, for example if you have received one during your safety training.

#### 4.15 Booking accommodation and transportation

- It is a shared responsibility to ensure the chosen hotel/accommodation has safety standards suited for the context. As this can be different per region, it is a consideration of the employee, teamleader and the safety advisor. For example, in some high risk countries it is wise to choose a low profile accommodation, while in other cases it is wise to choose accommodation with high (safety) standards. In case of doubt, follow the advice of the embassy.
- Think carefully about your mode of transportation. Ask the embassy for suggestions if needed. More precautions measures for transportation can be found in the attachment (Annex 7, 1.6).

## Annex 1. Preparatory checklist for employees

Employees embarking on a business trip have many things to arrange for before setting off. Besides personal matters to arrange for, a business trip also requires planning and arrangements at the office. The following checklist may be a help in doing so.

What to prepare:

1. Make a Terms of Reference (ToR) or travel plan which includes an itinerary, targets to be reached and risks and safety measures, ensure permission for your trip from your line manager and ensure a pre-departure meeting;
2. Check or change your personal data in YouForce (or use the form) so we have contact details of your family or loved ones in case of emergency;
3. Register your journey in [Excel](#) via Next so we know who is where in case of crisis;
4. Agree on contact moments with your line manager and discuss how/when you will/will not be reachable during your trip;
5. Have colleagues inform you about the countries you will visit and discuss relevant personal circumstances in case you are travelling with a colleague;
6. Inform yourself on the security situation ([through MoFA](#)), habits and local context, and the import and export rules of your destination;
7. Take a relevant safety training in time (read more under 4.7);
8. Register your trip with MoFA, install their travel app, and share your plans with the embassy if you have personal contacts there;
9. Check if your equipment is working properly, ensure you can charge your devices at all times and make yourself familiar with cybercrime risks during your trip (see annex);
10. Prepare what to bring to enhance your safety (see below).

What to bring:

1. Your travel documents (tickets, vouchers, proof of reservations, invitation letter, etc.);

2. Your passport or identity card;
3. Proof of vaccinations, if relevant (such as the 'yellow booklet' for Dutch staff);
4. If relevant, your medicines and an overview of the medicines you take from your pharmacist;
5. The Nuffic identity card;
6. The insurance details for Nuffic employees (policy number: 60.07.2787) and/or app;
7. Chargers and a world power plug (to fit foreign sockets);
8. Cash, if possible in foreign currency;
9. Mobile numbers
  - a. of your line manager
  - b. the AIG insurance: +31 10 4535656
  - c. the MoFA travel line: +31 247 247 247
  - d. contacts of your secretariat or the travel agency
  - e. contacts that you plan to visit, including the embassy
  - f. the local emergency number in the country you are visiting

Do you want more checklists? Here is a suggestion from MoFa (in Dutch): [Reischecklist](#)

## Annex 2. Preparatory checklist for line managers

These 10 steps might help line managers<sup>3</sup> to prepare their staff for travels abroad :

1. Schedule a pre-departure meeting;
2. Discuss the rationale, objectives and expected outcomes of the business trip and ensure there is a ToR or travel plan available;
3. Check whether you have access to personal contact details, including personal contact details of those left behind (in YouForce or stored separately for international staff);
4. Request an identity card through HR<sup>4</sup> for high risk countries, if deemed necessary;
5. Check whether the trip has been registered in the Nuffic [Excel](#) overview;
6. Discuss possible risks (including cyber security) and safety measures (such as safety training) and ensure staff is aware of the local context<sup>5</sup>;
7. Discuss the practicalities, such as budget, travel schedule, insurance, contacts details, visa, registration with the ministry, etc.;
8. Agree on communication moments and discuss how communication will be ensured during the trip (if possible);
9. Ensure you are aware of any possible health or mental issues of the staff member that might be relevant for the trip;
10. Discuss advances, budget, financial issues (DSA-rules can be found [here](#)) and other regular travel regulations (such as the 72-hours rule<sup>6</sup>) that are not included in this document, if applicable.

---

<sup>3</sup> With Line managers are meant the officials that authorise a planned business trip.

<sup>4</sup> This can already be requested through the HR checklist during the onboarding of a new employee. If the employee has already started, please send an email to HR- and Cisca Fiets including a passport photo of the employee.

<sup>5</sup> For certain high risk countries it can be required to announce the trip with the insurance (for example, Ukraine, Russia, Afghanistan, etc.). Discuss with the safety advisor when in doubt.

<sup>6</sup> Employees cannot stay longer than 72 hours before or after their business trip. This is in line with policy of the Ministry of Foreign Affairs. It is both for integrity as well as legal reasons.

## Annex 3. Concept ToR business trip

The following format is only a rather minimal example which can be used. It's by no means a compulsory format as per department other formats can be in use complying with other demands.

### Terms of Reference / Report Business trip

Name employee:

Destination:

Travel dates:

1. Objectives: What do you hope to achieve? What is your purpose?
2. Itinerary: Include a detailed overview (if possible) of where you are, at which time and who you meet.
3. Proposed activities: Which activities do you plan to organise? Use this chapter to explain certain parts of your itinerary.
4. Deliverables: When have you reached your goals? Which results do you wish to see? What will you deliver upon return?
5. Travel budget: How much budget is needed for your travel and the activities that you wish to organise? How should this be financed?
6. Risks: What is the current security situation of your destination? Could your position, activities or plans have any unforeseen consequences for your safety? Which measures will you take to mitigate the risks?
7. Additional information: Anything that you believe worth mentioning.

## Annex 4. Risk analysis tool

Risk analysis is the process of identifying safety & security risks and the measures that might be taken to reduce the identified risk. If risks cannot be reduced to an acceptable level, the business trip should be avoided. Before each trip to a country or region with a high risk level, a risk analysis should be made. Risks are not static. They can come and go. Hence, a continuous updating on the situation is recommended throughout the business trip.



In general there is a difference between threats and risks. A threat is present or not regardless the probability of that threat happening. A risk is a combination of probability of a threat that happens and the impact it has on the traveller and eventually the organisation. The matrix hereunder can be used to assess potential risk by the travel and can also be a help in a conversation between the traveller and the direct superior. The information will assist in deciding whether it is an acceptable risk and/or how to mitigate and reduce the risk<sup>7</sup>.

### Probability

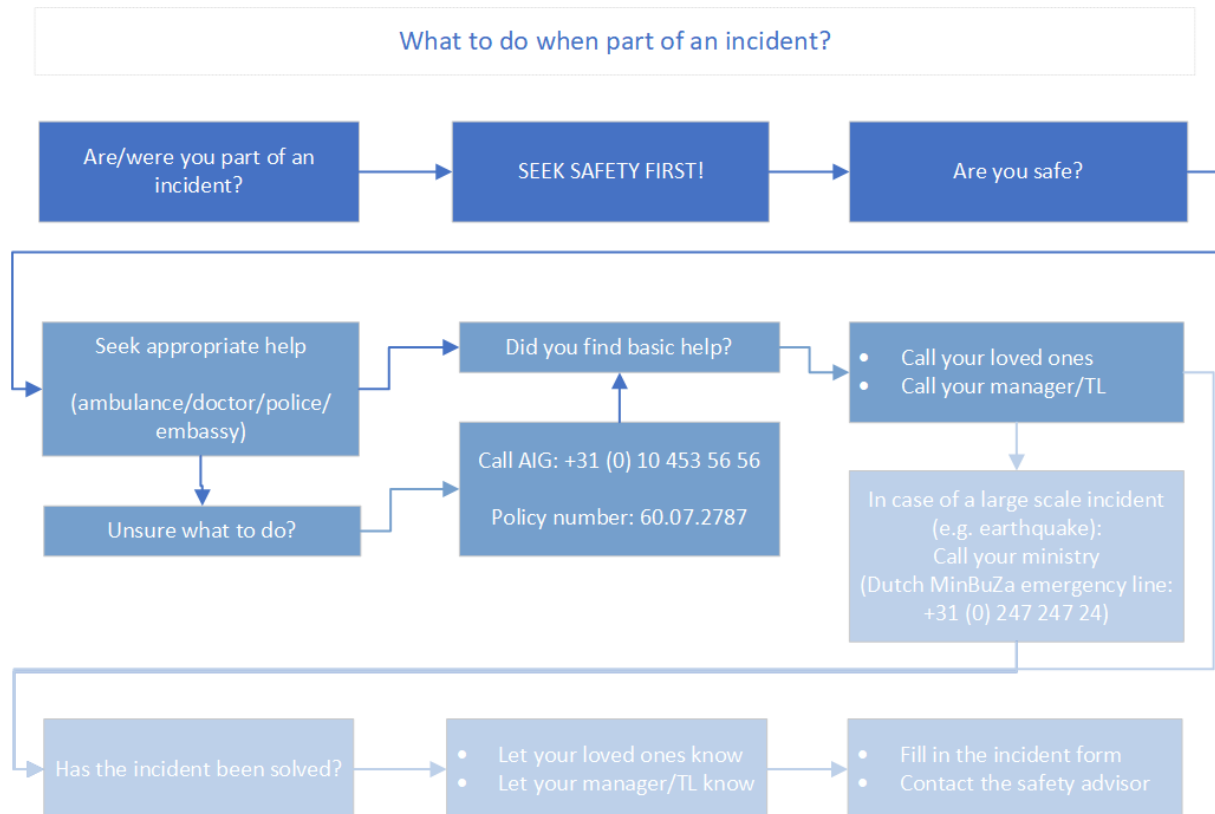
|   |               |            |       |          |        |          |
|---|---------------|------------|-------|----------|--------|----------|
| ↑ | Immanent      |            |       |          |        |          |
|   | Highly likely |            |       |          |        |          |
|   | Likely        |            |       |          |        |          |
|   | Possible      |            |       |          |        |          |
|   | Unlikely      |            |       |          |        |          |
|   |               | Negligible | Minor | Moderate | Severe | Critical |
|   |               | → Impact   |       |          |        |          |

| Probability      | Description                                                          | Impact        | Description                                      |
|------------------|----------------------------------------------------------------------|---------------|--------------------------------------------------|
| 5. Immanent      | Incidents occur almost on a daily basis                              | 5. Critical   | Severe physical or psychological injuries, death |
| 4. Highly likely | A very high probability. F.e. Incidents occur on a weekly basis      | 4. Severe     | Serious physical or psychological injuries       |
| 3. Likely        | A high probability. F.e. Incidents could occur on an annual basis    | 3. Moderate   | Limited physical or psychological injuries       |
| 2. Possible      | A reasonable probability. F.e. Incidents could occur every 2-3 years | 2. Minor      | Possible some physical or psychological injuries |
| 1. Unlikely      | Not probable. F.e. Incidents could occur every 4 years               | 1. Negligible | No physical or psychological injuries            |

<sup>7</sup> It will be clear that green and light orange indicates low risks and in general allows for travelling. Dark orange implies more risks and requires a serious consideration if one need to travel, whereas , red and black imply high risks and should generally lead to the decision of not travelling.

## Annex 5. Incident decision making for travellers

In the event of an incident, the following decision making tree guides you through the steps to follow:



## Annex 6. Nuffic Incident Report

To be submitted to your line manager and the SA, in the event of involvement in an incident.

Date :  
 Author :  
 Role of Author (involved or not) :  
 Signature :

|                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Who was / were involved?                                                                                                                                                                  |
| <br><br><br><br>                                                                                                                                                                          |
| Give a brief chronological account of the incident. Include the location of the event and describe what happened.                                                                         |
| <br><br><br><br><br><br><br>                                                                                                                                                              |
| What decisions were taken to solve problems? What was your role?                                                                                                                          |
| <br><br><br><br><br><br><br>                                                                                                                                                              |
| Did it work and did it comply with the TSSP and protocols? If not, please describe shortly why not and what lessons can be learnt from it, and if you need follow up support from Nuffic. |
| <br><br><br><br><br><br><br>                                                                                                                                                              |

## Annex 7. Prevention protocol

When it comes to incidents and emergencies, the number of potential scenarios is almost endless. It is simply impossible to prepare for every eventuality. For this reason, the sections below outline some general advice for potential situations that could affect staff members deployed abroad or as business travellers. Read them before setting off and act with intelligence, insight and intuition if you run into a difficulty.

### 1.1. Basic travel code of conduct

- Male and female staff members should be aware of the local culture, traditions and etiquette. This also includes dress codes and public behaviour (greeting others, social hierarchy, smoking, food, drinking alcohol, forms of physical contact). Understanding of cultural differences and showing respect for them is of paramount importance for your local success.
- If you are travelling alone, make sure to give strangers and outsiders, who make contact with you the impression that this is not the case. If necessary, make up a fictitious local contact or partner who is waiting for you at your travel destination. If being harassed, bluffing yourself out may help.
- Beam self-confidence and also be alert in unknown locations;
- It is advisable to learn a few words of the local language in advance. The ability to exchange pleasantries in the local language can prove to be an asset in your contacts.
- When out on the streets, do not respond to jokes, gestures or insinuating comments by strangers.
- Stick to [Nuffic's Code of Conduct](#) and act in the spirit of the Code.
- Use common sense and remain alert for potentially dangerous behaviour and situations.
- Your own safety and health have priority at all times;
- Make sure to keep yourself in good mental and physical condition;
- If you no longer feel safe, consult with your line manager / SA or contact person at the Dutch embassy in the relevant country / area. Follow their instructions, unless your own judgement/observation leads to different actions. Always avoid behaviour that could be regarded as suspicious. Be cautious when using cameras, binoculars and recording devices, and always ask for permission of the people in advance when doing so;
- Preferably travel by day;
- If a robber seems to be mainly interested in personal belongings, do not put your life or that of anyone else at risk;
- Nuffic maintains an anti-corruption policy, but in case of danger your life prevails;
- Avoid confrontational situations, riots, accident scenes, etc, that involve large numbers of people. If you are not involved in the incident, remove yourself from the situation as quickly as you can. In the event of potential unrest, seek shelter in a store or public building. Stay in your rental car / taxi until it is safe to drive off;

- Try to park your car in such a way that you will be able to leave quickly and easily if necessary;
- Try to avoid the hand-over of passports or official ID-cards. See also the KopieID app of the Dutch Ministry of Foreign Affairs. Only show your official identity documents as a last resort;
- Immediately report (or have someone else report) any incidents to the local Dutch representative, your Line manager, or the SA.

### **1.2. Precautionary measures for your stay abroad**

- Preferably choose an accommodation that has been designated as safe by yourself, your teamleader and the embassy or local partners. You can turn down any offer that doesn't comply with your security demands;
- Choose a safe mode of transportation and follow advices issued by the embassy, local partners or hotel. Preferably fly with airlines that are not EU-blacklisted;
- When checking into a new hotel, familiarise yourself with the safety guidelines and escape routes and follow the instructions you are issued with;
- Consult with your line manager / SA in order to determine whether to bring a Satphone / Thuraya on your business trip;
- Make sure your communication equipment is in good working order before your departure;
- Be careful in sharing confidential information;
- Take your work mobile phone / laptop with you or obtain one from the reception desk;
- Make sure you know which numbers to call in the case of an emergency. Pre-programme these numbers in your mobile phone;
- Store important documents, cash, credit and debit cards and other valuable items in the hotel safe;
- In the event of an incident, try to obtain information from local individuals or organisations with knowledge of the situation (hotel reception, embassy, police, etc.);
- Report anything that seems unusual to the hotel manager;
- Do not admit any visitors to your room you do not know, unless they have identified themselves and you trust them;
- Inform your contact person at the Nuffic office / secretariat / line manager of your arrival, hotel, room number and indicate how they can contact you;
- Take a careful attitude with regard to your consumption behaviour (street food) and contacts;
- Take specific safety and medical measures appropriate to the local situation and your individual situation;
- Make sure to have fresh drinking water and something to eat with you at all times.

### **1.3. Precautionary measures when walking the streets**

- Always prepare for any possible measure to optimise your own safety;
- Stick to main roads and avoid walking alone, especially after dark;
- Keep a close eye on your baggage at all times (airports, taxis, train stations, or at hotel reception desks), also when you need to set it down to get something out. Always hold your baggage in such a way that others cannot reach it easily;

- Make sure not to carry too much cash, and store whatever money you do carry in different places. Make sure to have money at the ready in order to buy your way out to safety in an emergency. Preferably, use credit or debit cards and store them in hotel safes if you intend not using them;
- Don't wear expensive watches nor jewellery;
- If you think you are being followed, determine the best course of action to escape this unwanted attention. If someone in a car stops to talk to you, keep your distance from the car;
- Make sure you do not get blocked in. Muggers tend to operate in groups;
- Do not get into an unfamiliar car, or a car driven by someone you don't know. If you have no other option, try to make sure they are reliable and write down (or have someone else do so) their details. This is valid for official and unofficial taxis as well;
- In the event of a violent robbery / mugging, hand over your belongings without (too much) resistance;
- Seek assistance from bystanders if something goes wrong;

#### **1.4. Fire fighting**

- Upon arrival in a new building / place of residence, always familiarise yourself with the escape routes and safety instructions;
- If a room is filling with smoke, stay close to the floor;
- If you are in a room with a fire, leave the room and try to close the door / windows and ring the alarm system;
- If the fire has not spread to the room in which you are located and you want to escape through a room that may be on fire, feel the door — as high up as you can reach with the upper side of your hands— before entering. If the door is hot, do not open the door;
- If the door is not warm, open it carefully making sure to block it with your foot, knee or shoulder. If any smoke, fire and / or heat escapes from the room, close the door immediately;
- If the door is hot and cannot be used as an exit, try to seal off all the cracks with wet clothes or towels;
- Turn off the ventilators and the air conditioning system;
- If a building is on fire, move up to higher floor only if escape routes to the ground floor are blocked and the fire is forcing you to do so;
- Avoid lifts;
- In the event of a short circuit: shut off all power immediately. In the event of a gas leak: shut off the gas immediately. Do not switch on lights and open the windows.

#### **1.5. Earthquakes and other natural disasters**

- In the event of an earth tremor or earthquake, seek shelter beneath or right next to a desk, table or doorpost. Leave the building as soon as it is safe to do so, but be careful of aftershocks and falling objects;
- Avoid broken stairways and lifts;
- Follow the building's emergency instructions;
- Stay away from windows;

- In the event of a flood, lightning and heavy rainfall, seek out a safer, higher (in case of flooding) shelter.

## 1.6. Means of transportation

### Aircraft:

- Nuffic staff members travel only with IATA-certified airlines that are not on the EU-blacklist;
- If you do need to travel with a non IATA-certified airline or an airline on the EU-blacklist, make sure to discuss this with your Line manager or the SA in advance;
- Check the latest version of the EU list at:  
[https://ec.europa.eu/transport/modes/air/safety/air-ban\\_en](https://ec.europa.eu/transport/modes/air/safety/air-ban_en)

### Car:

- Where possible, take an official taxi or discuss / order / register the taxi at the hotel / visiting address before you board. All taxis should have safety belts in the front and the back; otherwise call for another taxi;
- Driving yourself is not permitted;
- Inspect the car and make sure it is in good condition and has all the necessary documentation, enough fuel, a jack, tools, a first-aid kit, water/fuel jerry cans for long trips and spare tires and parts. Open up the trunk to check its contents;
- Preferably use experienced and trusted local drivers;
- Make sure to hold a brief meeting with the driver in order to discuss the appropriate driving style and code of conduct. Ask the driver to respect all speed limits. If you feel the driver is not driving safely, make sure to let him know. If the driver does not change his driving style after three warnings, see if you can have the driver replaced or arrange for another means of transport;
- In the event of a carjacking, give up the vehicle;
- Also wear safety belts when sitting in the rear of the car;
- Do not pick up hitchhikers or strangers;



### CAR EQUIPMENT



Before going on a trip make sure that your car is equipped with:

- ◆ Sufficient reserve of **fuel**, oil and drinking **water**,
- ◆ A list of **emergency telephone numbers**,
- ◆ **Mobile phone** or radio,
- ◆ A **GPS navigation system** (if reliable in the country),
- ◆ A plan of the city and recent local **roadmaps** (be aware that a GPS navigation system may be of little help in some countries),
- ◆ One or two **spare wheels** and a **jack**,
- ◆ A **tool kit**,
- ◆ A **fire extinguisher**,
- ◆ A **First aid kit** and a **high visibility vest**,
- ◆ A working **flash light** (with spare batteries),
- ◆ **Blankets**,
- ◆ A **self-defence spray** (if local legislation permits),
- ◆ A **tow-rope**,
- ◆ Paper, pencils, matches, a **lighter** and a **penknife**.



- If you are involved in a (traffic) accident:
  - Do not act any differently than you would at home and remain calm;
  - Quickly analyse the situation, determine whether it is safe to administer first aid and - if so - do so as quickly as possible;
  - If it is not possible to administer first aid and no other form of assistance can be expected to arrive at the scene, load any victims into the vehicle and hurry to the nearest medical post / police station / roadblock;
  - Report the accident upon arrival and determine which steps to take — including the transportation of wounded victims to a hospital — in consultation with the authorities;
  - If the situation is not safe — in the case of aggressive bystanders, for example — immediately drive to the nearest police station / roadblock;
  - Gather as much information on the counterparty as possible, such as name, address, phone number, driver's licence number, vehicle details, etc., and take photos if possible;
  - Inform your line manager or its substitute and the SA as soon as possible and state your exact location so that assistance can be provided if necessary;
  - Do not sign any statements and do not admit liability;

#### **Boat:**

- Do not take any public boats that clearly do not meet normal safety requirements. For example, do not board a ferry that has clearly been overloaded or takes up more passengers than is allowed officially;
- Where possible and desirable, ensure that the boat is well equipped with among others oars, life jackets, an additional engine, extra fuel, flares, tools, a first-aid kit, a lifeboat.

#### **Other vehicles:**

- Be careful and restrictive in using bicycles, mopeds, scooters, motorcycles, rickshaws or motorised rickshaws. The number of incidents and the risk one runs are high.

### **1.7. Travelling in potential high-risk areas**

Common sense should always prevail. Take the following guidelines into account:

- Avoid travelling alone;
- Make sure your car is clearly identifiable as belonging to an international organisation;
- Travel in a convoy;
- Seek protection from the (Western) military or UN peacekeeping missions depending on the local situation;
- Check in advance with your Line manager or the SA if the trip is safe;
- Avoid travelling through remote areas, conflict zones, and/or areas with a high likelihood of violence or robberies;
- Armed or uniformed passengers are prohibited. Such individuals may only be taken on board as passengers if they are seriously wounded. Wounded soldiers are regarded as non-combatants under the Geneva Convention.

- Do not drive behind or in front of military vehicles in a conflict zone: let them pass and wait until they are at some distance before continuing (this does not apply if you are travelling as part of a convoy);
- Follow the (evacuation) instructions issued by the embassy as closely as possible.

### **Roadblocks / checkpoints:**

Handling the situation at roadblocks / checkpoints requires a special set of skills. The following suggestions may be helpful:

- Take stock of any existing or potential roadblocks / checkpoints and risks along the route before starting out on your journey. Discuss whether the journey is safe enough with the EKN, your line management or SA in advance;
- Stop for every roadblock;
- Always approach a roadblock at a low speed, (this gives a confident impression) turn off the radio and take off your sunglasses;
- Roadblocks should preferably be crossed while it is still light. If this is not possible, use your dipped beam headlights, turn on the interior lighting and turn off the radio;
- Make sure your hands are visible at all times;
- Make sure to have a clearly visible flag and stickers on your vehicle unless this has been prohibited by the authorities or is regarded as a risk factor. (discuss with the embassy or security coordinator);
- Try to avoid having your car searched. If this cannot be avoided, insist that the inspection is carried out by a single soldier, in your presence.
- General advice for vehicles approaching a roadblock / checkpoint: remain patient and polite, cooperate and exude an air of confidence;
- Be prepared to answer questions;
- Make sure you can clearly explain Nuffic's position: the organisation works on internationalising education and Nuffic is as a private foundation entirely neutral and independent;
- Make sure you can identify yourself by means of a laminated copy of the main page of your passport. Preferably not your passport. See the KopieID app of the Dutch Ministry of Foreign Affairs;
- Be prepared for the possibility of unexpected developments;
- If any problems occur:
  - a. Do not get angry, do not panic, do not curse or use profane language;
  - b. Do not protest or argue if this could cause aggression;
  - c. Do not make any sudden or unexpected movements;
  - d. Try to get in touch with the highest ranking individual. If this individual is not present, ask for his / her phone number;
  - e. In some cases, it may be best to turn back along the same route and try another road.

### **1.8. Hostage taking or potential target?**

The potential political and economic gains of kidnapping - or the risk level to which business travellers are subjected - depend on various factors, such as nationality, the organisation for

which you work, and the estimated ransom. Nuffic employees temporarily seconded to another location are generally at less risk. Nevertheless, you may still be an interesting potential target under certain circumstances. Risks can be minimised by adhering to the following basic rule: the more predictable your behaviour is, the more vulnerable you are. This means that it is important to make sure your daily living and working patterns are as varied as possible. Kidnap victims only have one objective: survival. In most cases, following instructions will ensure a higher chance of survival than any effort to escape. The liberation of hostages is the responsibility of Nuffic, who have access to specialised expertise and services via the insurance SOS services. Payment of a ransom isn't likely for moral reasons.

#### **What to do:**

- Stay calm. If there is no way of escaping the kidnapping, resign yourself to the situation. Minimise the risk factors that could make your situation even more dangerous;
- A hostage taking situation will have major consequences. Be prepared, and try mentally to accept the situation;
- Inform the hostage takers about any medical conditions for which you are receiving treatment or have received treatment in the past, or any ailments or illnesses from which you are suffering;
- Accept and eat the food you are given, this works also as a sign of trust;
- When interacting with the hostage takers, downplay your own importance and the importance of the organisation for which you work. Adopt a modest attitude, but do not be subservient;
- Mentally prepare for the eventuality that you may be held captive for a long period of time, perhaps months;
- Do not accept the information provided (either openly or secretly) by the hostage takers at face value;
- Keep yourself in good mental and physical shape, think positively and maintain a fixed daily routine as much as possible;
- Try to get physical exercise on a daily basis, even if you are confined to a small space;
- Try to remain aware of the time, even if you do not have a watch;
- Make use of any comforts and privileges offered by the hostage takers, such as books, newspapers, radio, etc. If necessary, ask them for such privileges;
- Try and remember details about your surroundings, the hostage takers and their behaviour. This information may prove useful at a later time;
- Keep yourself as clean as possible, even if your surroundings are dirty: ask for water and sanitary facilities;
- Work to establish a good relationship with the hostage takers and try to gain their respect. Showing a sense of humour may be useful in some situations. Realise that the hostage takers will have some degree of sympathy for your situation. However, make sure not to overly identify with their cause.

#### **What not to do under any circumstances:**

- Annoy the hostage takers unnecessarily. Realise that they have you in their power;
- Engage in debates on controversial issues such as politics and religion;

- Provide information that could be of interest to the hostage takers in any way, such as information regarding colleagues, family members, family affairs or safety issues;
- Be overly pessimistic or optimistic. Never let yourself become desperate!
- Become physically or verbally aggressive;
- Try to escape if you do not have a realistic chance of succeeding;
- Accept everything you are told at face value;
- Believe that Nuffic, family members, colleagues, etc, no longer care about you;
- Expect to be released quickly;
- Allow yourself to be brainwashed by the hostage takers.

If this happens to you, it is important to realise that such an experience often causes all kinds of emotions like feelings of shame, anger and guilt. It is important to keep in mind that you ended up in this situation against your will and that the hostage takers are responsible. Nuffic will do its best to help you by providing professional help and counselling after your release.

### **1.9. Mines, discarded ammunition and booby traps**

For us, this type of situation is extremely rare in practice. Nuffic doesn't allow its staff members to travel to countries with this type of risk. If this may apply to you, discuss the issue with your line manager, the SA, or embassy beforehand:

- Watch out for pieces of metal sticking out of the soil and trip wires;
- Try to obtain recent information on the safety of roads and buildings in the area through which you are travelling;
- Wherever possible, use frequently used and familiar roads;
- Watch out for suspicious obstacles/signs of digging;
- Always follow the tracks of people who have travelled the road / path before you, no matter whether you are travelling by car or on foot;
- Never leave the road, not even to relieve yourself: mines are often placed on the side of the road. Make sure to be careful when turning your car. When travelling through an area known to contain landmines, never stray off the road to help wounded people, animals or pick fruit from a tree;
- Do not pick up any 'souvenirs';
- Do not administer first aid to victims of a mine at the scene of the accident if there is no mine expert on site. There could be other mines nearby;
- Watch out for booby traps in ruins, under corpses;
- Foot paths can also be mined with anti-personnel mines;
- Always bring a first-aid kit, and make sure — if at all possible — to have someone with a first-aid certificate with you at all times.

### **1.10. What to do if you become the victim of rape, sexual assault or other forms of violence**

Rape, sexual assault or other forms of violence may occur. In many cases, perpetrators commit these crimes in order to demonstrate their dominance over the other person. Depending on the circumstances, there are various more or less preventative measures at your disposal. If you do fall victim to - attempted - sexual assault or rape, take any measures at your disposal to protect yourself. For example:

- Try to make it clear that you find this behaviour totally unacceptable.
- Effective self-defence is a matter of 'being prepared' rather than physical strength. Try to anticipate potentially dangerous situations. If you are attacked, shout, make noise, and draw as much attention as you can;
- Seek the support of someone you trust and discuss what happened as soon as possible;
- Seek medical assistance and report the incident to the police as soon as possible;
- If you are in a remote area: Immediately contact the SOS service for advice on the need for and availability of PEP (Post Exposure Prophylaxis = anti-retroviral treatment that can help prevent infection with HIV if taken within 72 hours);
- Discuss the incident with a Nuffic staff member you trust, so that this person can organise suitable assistance for you within the organisation.

If this happens to you, it is important to realise that such an experience often causes feelings of shame, anger and guilt. It is important to keep in mind that you neither wanted this to happen nor gave your consent, and that it is the perpetrator who is responsible. Nuffic will do its best to assist you, by providing professional help and counselling upon return.

#### **1.11. What to do if you become involved in a unwanted situation or become victimised**

No matter how many precautions you take, there is always a risk that you could become the victim of an incident or emergency. If this happens, try to abide by the following general guidelines:

- Try to remain calm and don't panic;
- Use common sense: your own safety comes always first;
- Demonstrate neutrality through your words, gestures or actions. For example: use a white cloth or sheet as a symbol of neutrality;
- Stay away from windows and doors if there are explosions / gun shots near your place of residence and find a sheltered place to lie flat on the ground and cover your head if your place of residence is under fire;
- If your place of residence is attacked by armed robbers, let them take any items they want;
- If you are being interrogated by armed individuals, provide clear, honest answers and give them the sense that they can trust you;
- Try to avoid being separated from your team members. If this cannot be avoided, try to agree on a meeting place or a way of contacting each other;

Try to make and remain in contact with your Team leader, Manager or Director, SA, embassy and / or other relevant individuals / organisations.

## Annex 8. Digital information and data security

This Annex on digital Information and data security advises you on how to handle digital, often sensitive, information and social media usage. This does not fall under the responsibility of the SA, however, it is relevant when travelling. More information on this topic can be found through our security officer and legal information specialist ([iz@nuffic.nl](mailto:iz@nuffic.nl)).

Basic principle is to acquire a great awareness of potential risks for yourself, the organisation and others and to operate digitally as secure as possible. The Dutch Ministry of Foreign Affairs recently issued an Integrated Security Policy and warns for high risks for hacking in a number of countries, among them China and Russia, Iran and Turkey.

You need to be aware how to secure personal data of relations of Nuffic and colleagues. Therefore you need to know the highlights of the the General Data Protection Regulation (GDPR)<sup>8</sup>, that is enforced to secure personal data. [Read Nuffic infographic on AVG](#). GDPR also applies outside Europe when it comes to data of European citizens. All Nuffic employees and representatives must comply with the GDPR.

Nuffic adopts the Baseline Information Security Government (BIO) to secure her (personal) data, people, devices, infrastructure and processes. The following requirements for you are derived from the BIO:

- Follow the instructions scrupulously as given by the IT colleagues;
- Prevent and avoid access to your devices by any person except for IT colleagues, if you don't know IT colleagues personally, first check their identity and try to get a confirmation by phone call;
- Don't leave laptops and other devices unattended, in particular while they are still operating;
- Only use Nuffic managed devices. Corporate laptops are being secured and maintained by Nuffic
- Do not lend usernames, passwords, laptops and other devices to others;
- All records should be kept in a secure location with restricted access:
- Don't mail sensitive documents and do share them through a protected database like Sharepoint;
- Don't leave financial and personnel records unattended;
- Financial and personnel records should be shredded before discarding;
- Do not install apps, plugins or other software of dubious origin;
- Try to avoid using USB sticks and store documents in the Nuffic Cloud;
- Don't use open WIFI networks, use your smartphone as a hotspot instead;
- Be aware of the GDPR details and the organisation instructions on personal data usage. Report a suspected breach and/or security incident (e.g. hack) immediately to the security officer ([securityofficer@nuffic.nl](mailto:securityofficer@nuffic.nl)) and your manager. This tight timeline is necessary in order reparation work could be implemented and a fine avoided if a data breach is reported to the authorities later than 72 hours;

---

<sup>8</sup> In Dutch: Algemene Verordening Gegevensbescherming (AVG)

- Report loss of (Nuffic) laptops and other devices immediately to the security officer, your line manager and to police authorities and block its access if possible.

### **Do's!**

- Don't be naïve in using social media, so be very careful what you write and post;
- Use a strong password (a strong password consists of at least six characters that are a combination of letters (both uppercase and lowercase), numbers and symbols (@, #, \$, %, etc.);
- Use privacy settings. Insist your friends use theirs too;
- Never leave anything, but the bare minimum as publicly available. Make sure only your accepted friends or followers can see what you put up;
- Use HTTPS to connect to your social networking sites whenever possible, especially when connecting from a public hotspot. Be wary if your social networking service only uses HTTP for login credentials only;
- Whenever possible, organise contacts into "categories". From a security standpoint it might also make sense to separate "best friends" from "person I met yesterday afternoon";
- Verify friend/follower requests;
- Investigate exactly what information any third-party add-ons, games, extensions, etc. will be privy to;
- Read the security tips and instructions provided by the social network itself, as well as trusted security professionals and sources say about it.

### **Don'ts!**

- Don't give away your password or use the same password for any other services;
- Don't put in any more information than you absolutely have to;
- Advertise when you're going on vacation, when your possessions might be left unattended, that super expensive thing you just left the store with;
- Be aware of auto-geotagging. Some services will automatically tag your status updates with GPS information. If you don't want everyone to know where you are, make sure your social networking service doesn't turn on this "feature" for your "convenience" automatically;
- Don't upload anything you wouldn't want everyone to see eventually;
- Be mindful of inadvertently letting slip sensitive information that could harm the organisation.

## Annex 9. Responsibilities for safety management

Several Nuffic positions have a role to play when it comes to safety. They are explained below, including the responsibilities that they are tasked with.

### Board, in consultation with the management team (MT)

- Approves of the TSSP;
- Globally monitors the execution of the established policy;
- Appoints the Security Advisor.

### Director general or deputies

- The DG has the final responsibility for Nuffic's TSSP, BHV and generic decisions made in relation to the safety and security of personnel;
- The DG or one of the DDGs is the decision making authority (DMA) for the Crisis Management Team;
- Is responsible for raising awareness with regard to Nuffic's security policy at organisational level and its proper implementation and application by the members of the Management Team (MT);
- The DG or one of the DDGs monitor the safety and security of MT-team members during their business trip;
- Is responsible for solving incidents;
- Represents the organisation internally or externally;
- Appoints a specialist staff member to operate as the organisations spokesperson.

### Managers

- The implementation, improvement and application of the TSSP and the annexed protocols by line managers;
- They instruct and guide line managers in their personnel responsibilities, including safety and security issues;
- Are responsible for raising awareness with regard to Nuffic's security policy in their teams and/or international offices;
- Are responsible for pre-departure instructions on safety and security issues with their team leaders or those responsible at international offices;
- Monitors safety and security of line managers during business trips and operates as the first contact for Team leaders in case of problems;
- Might be appointed as chair or specialist of the CMT in case an emergency situation arises with a staffmember or within their teams or offices;
- Is co-responsible for solving an incident;
- Informs the SA about incidents.

### Team leaders

- The implementation, improvement and application of the TSSP and the annexed protocols in their teams;
- Raising awareness with regard to Nuffic's security policy in the assigned team;

- Is responsible for pre-departure instructions on safety and security issues with their staff members, or refers to the SA;
- Monitors safety and security of staff during business trips and operates as their first contact in case of problems;
- Contributes to solving an incident;
- Informs the SA of incidents.

#### **Director / chief representative officer of international offices (if applicable)**

- Is responsible for the day-to-day implementation, improvement and application of the TSSP and the annexed protocols in the international office and instruction of colleagues on safety and security issues;
- Could be member of the local CMT in case an emergency situation arises in the international office and relates to the CMT at Nuffic Headquarters;
- Contributes to solving an incident;
- Is responsible for raising awareness with regard to Nuffic's security policy in the Neso office;
- Monitors safety and security of Neso staff at the Neso office or during business trips and is their first contact in case of problems;
- Informs the respective manager and the SA of incidents;
- Arranges for all new staff employed at the Neso office to be briefed on the TSSP and related documents.
- By the end of the year, each director or representative informs HQ on the number of travel days made for that year and makes an indication for the year ahead.

#### **Employee/traveller**

- Is expected to understand, weigh up and, ultimately, accept possible risks and take the necessary measures;
- Adopts appropriate and effective behaviour in line with the [Code of Conduct](#).
- Bears an own responsibility for safety and security;
- Ensures sound preparation for business trips (see the annex);
- Is expected to contribute to and consider the safety of any colleague or business contacts during the trip;
- Bears responsibility as a representative of Nuffic;
- Ensures good communication with the organisation during travels;
- Seeks help or guidance from a team leader or the SA in case safety, or the feeling of safety, is affected during travelling;
- Reports on incident.

#### **Security advisor (SA)**

- Is responsible for developing and maintaining the TSSP and for advising on any safety and security issues and actions to be taken in case of emergency involving Nuffic at corporate level.
- Takes initiatives in managing corporate related crises and calls for the installation of a CMT and the involvement of one of the directors, line managers and other experts. As such the SA is always a member of each CMT created;
- Advises on and contributes to solving incidents;

- Is responsible for raising awareness with regard to Nuffic's security policy at organisational level by publishing information and organising meetings;
- On the basis of own research and the travel and incident reports from staff members, the SA prepares adaptations in the TSSP for the Board of Directors and informs colleagues once the changes are approved;
- At the request of any line manager or staff member travelling to a potential high-risk country, the SA briefs staff members before or during a business trip or in case of an emergency situation;
- Informs the DG, Managers and Team leaders of incidents;
- Maintains contacts with the Dutch Security Network.

#### **Team co-ordinator HRM**

- Is a member of an CMT if needed;
- Contributes to solving an incident;
- Arranges for all new staff employed at HQ to be briefed on potential risks during application interviews, upon being contracted and during the intake on the first working day on the TSSP and related documents;
- Arranges for the participation of (new) staff in safety and security training programmes and refresher courses if needed;
- Provides (new) Nuffic staff with information about the applicable travel regulations, and the travel and health insurance;
- Arranges for professional debriefing, possibly provided by a third party, or trauma consulting after an incident, if so requested by staff and CMT members;
- Keeps an accurate register of contact persons as indicated by staff members for emergency cases;

#### **Spokesperson(s)**

- Is appointed by the Director for all internal and external communications.
- Is a member of the CMT;
- Advises on and contributes to solving an incident;
- Is responsible for an emphatic, effective, efficient and consistent internal and external information process;
- Is responsible for official external press contacts;
- Fine-tunes together with the SA and other officers all messages to be conveyed.

#### **Secretaries**

- Could arrange for travel arrangements in consultation with the travellers and the hotel and travel broker;
- Fills in the overview of travellers on SharePoint (see Annex 9);
- Renders administrative services in relation to the business trip;
- Renders a designated secretary support the Director-General, Deputies, Managers, Team leaders, SA or the CMT;
- Arranges for assigned tasks, f.e keeping a log book, or organisational issues such as arranging for an emergency room, etc.

## Annex 10. List of abbreviations

|       |                                                                  |
|-------|------------------------------------------------------------------|
| AIG   | Nuffic's travel insurance company                                |
| Aon   | Travel Insurance Broker                                          |
| Board | Director General, Deputy Directors and MT managers               |
| BHV   | In-company-assistance-policy and services/ Bedrijfshulpverlening |
| BW    | Business World, administration application used by Nuffic        |
| CAO   | Agreement between employers and labour unions                    |
| CSD   | Centre for Safety and Development in Amersfoort                  |
| DG    | Director General                                                 |
| DDG   | Deputy Director General                                          |
| DSN   | Dutch Security Network                                           |
| EKN   | Embassy of the Kingdom of the Netherlands                        |
| GDPR  | General Data Protection Regulation enforced in all EU countries  |
| HQ    | Nuffic Head Quarters in The Hague                                |
| HRM   | Human Resources Management, Nuffic Personnel Section             |
| CMT   | Crisis Management Team                                           |
| IT    | Information Technology                                           |
| MT    | Management Team                                                  |
| Neso  | Netherlands Education Support Office                             |
| PEP   | Post-exposure Prophylaxis                                        |
| TSSP  | Personnel Safety and Security Policy                             |
| SA    | Security Advisor or Substitute Security Advisor                  |
| SSP   | Safety and Security Policy                                       |
| SSS   | Safety and Security Strategy                                     |
| TL    | Team Leader                                                      |
| ToR   | Terms of Reference                                               |
| TSSP  | Travel Safety and Security Policy                                |